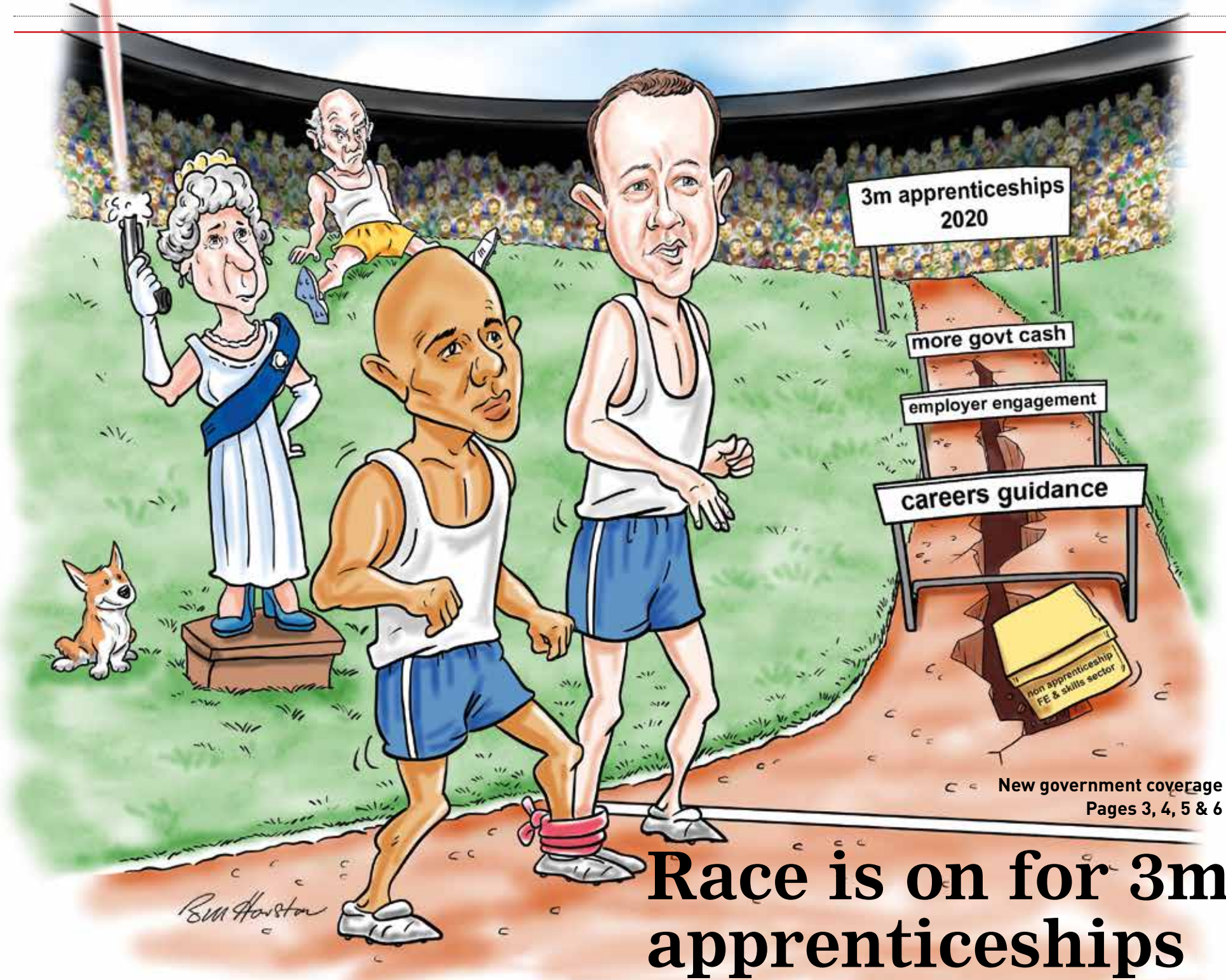


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EDITION 138

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NEWS

HUNDREDS OF YORKSHIRE COLLEGES' JOBS SET FOR AXE

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More than 200 college jobs are facing the axe in West Yorkshire in a bid by management at Leeds City College and Bradford College to balance the books in the face of funding cuts.

Leeds is trying to knock nearly £11m from its budget by cutting 146 staff members while Bradford needs to make £8m in savings as it puts 140 jobs at risk.

The University College Union (UCU) branded the cuts “astonishing” and was preparing to ballot for strike action at both colleges.

A spokesperson for Leeds said: “Like colleges all over the country including colleagues in Bradford, we are again facing the impact of government funding cuts for the 2015/16 academic year.” The college said it was planning to get rid of 312 full time jobs in management, business support and teaching and bring in 166 lower-paid roles, which UCU has claimed would result in the loss of one-in-four lecturing jobs at the college. The college also planned to close three of its campuses — Morley, Meanwood and St Bartholomew’s.

The Leeds spokesperson added: “The college is working hard to absorb as much of the reductions in income as possible from non-pay budgets but regrettably, it is envisaged that there will be an impact on courses offered, estate portfolio and staffing.

“The college seeks to minimise compulsory redundancies as far as possible, with job losses mitigated through offering enhanced voluntary severance, ensuring redeployment opportunities are maximised, and implementing a managed vacancy freeze as

the default position.”

She added that the 33,000-learner college was “extremely disappointed” by the UCU ballot at “a difficult time for staff”.

The job cuts at Leeds, which had a January Skills Funding Agency (SFA) allocation of £42m, follow 100 redundancies in 2014.

A spokesperson for Bradford said the proposed job cuts there would deliver “efficiency savings” while “improving effectiveness and simultaneously delivering growth”. “The college has entered into a consultation process with staff and stakeholders and a voluntary redundancy programme has been made available to staff with the intention of avoiding the need for compulsory redundancies if possible,” she said. Bradford had a January SFA allocation of £17.8m and a student population of 17,840.

UCU regional official Julie Kelley said industrial action was “always a last resort” but strike action could not be ruled out.

“The pace and scale of the job losses at Leeds City College and Bradford College is astonishing,” she said.

“Colleges that are experiencing difficulties need to work with us to try and manage the situation.

“The last thing we can afford is knee-jerk job cuts that leave a lasting legacy on the local community.”

UCU is expected to announce a timetable for ballots in the next few days. In the last month, East Kent (40), Lewisham and Southwark (112), Petroc (no figure announced), Stafford (no figure) and Telford (85) colleges have all warned of job losses, along with Birmingham Metropolitan, where 250 posts were at risk.

FE WEEK NEWS IN BRIEF
Apprenticeship awards

Entries for the National Apprenticeship Awards 2015 close at 5pm on Friday (May 22).

The awards, now in their 12th year, recognise excellence in businesses that grow their own talent through apprenticeships and in apprentices who have made a significant contribution to their workplaces.

There are four categories for apprentices and six for employers. Visit the National Apprenticeship Awards section of the Skills Funding Agency website or email apprenticeshipawards@sfa.bis.gov.uk for more information.

‘Avoid hasty AO moves’

Providers have been warned against making “hasty decisions” if they can’t find their qualifications in the new Simplified Funding Rates Catalogue.

The catalogue now accepts submissions on a quarterly, rather than monthly basis so rejected qualifications will take longer to re-submit.

Association of Employment and Learning Providers head of qualifications and delivery Stella Turner said providers should contact their AOs “to ascertain if their qualification of choice is being developed for re-submission rather than making hasty decisions about switching provision”.

FE & skills survey report

The Policy Consortium’s full report on the results of its second annual FE & skills survey with *FE Week* has been published.

The Consortium, a group of FE and skills experts responsible for carrying out the survey and collating its data, has issued its full report.

The survey, covered in edition 136 of *FE Week*, showed concerns about funding once again topped a list of issues for sector staff.

Visit feweek.co.uk to see the coverage and for a link to the consortium report.

Priory ordered to leave Trailblazer group

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Priory Central Services has been ordered to leave the healthcare employers’ Trailblazer group after it was hit with a grade four Ofsted rating, *FE Week* can reveal.

The employer provider, which runs the national medical chain that includes the famous London Priory rehabilitation centre attended by celebrities, has also been served with a notice of concern by the Skills Funding Agency (SFA) in light of the inadequate rating on April 17.

It had been part of the healthcare Trailblazer group that designed level five assistant practitioner and level two support worker standards.

But Jane Hadfield, chair of the Trailblazer group of NHS trusts and other healthcare-related organisations including the Royal College of Nursing and Hospice UK, told *FE Week* that “following discussions with our partners in the healthcare Trailblazer, we have written to Priory requesting that they end their involvement with the group”.

Priory, which offers healthcare training and apprenticeships to around 370 learners, is still represented on a separate adult nursing Trailblazer group by its former

head of learning and development Janet Cowie, who finished full-time with the company last August, but still works for it as a consultant.

However, Dr Terry Tucker (pictured), who chairs the Trailblazer group developing an adult nursing higher apprenticeship standard that also includes employer provider BUPA, told *FE Week*: “Ms Cowie has been an extremely useful and valued member of the group.

“However, we will now have to have to hold a discussion in the next few days, in light of the Priory’s grade four Ofsted and the decision taken by the healthcare Trailblazer group, to decide whether or not to end her and the Priory’s involvement with our group.”

Ms Cowie said she still hoped to stay with the Trailblazer group, adding: “I think the Priory was unfairly treated by Ofsted, as it was inspected [in March] during the period between when I left and before a permanent replacement was found.”

As previously reported by *FE Week*, Priory’s Ofsted report told how “trainers are not sufficiently ambitious for apprentices”.



Ofsted found it had “no significant strengths” and issued it with grade four ratings across the board. It was last inspected in 2013, when it was deemed to require improvement.

A spokesperson for Priory, whose January allocation from the SFA consisted of £342,943 adult skills budget money and £15,419 for 16 to 18 apprenticeships, said: “We are disappointed by this outcome [with the healthcare Trailblazer group], but we have a robust action plan in place to address all the issues raised by Ofsted.

“We are committed to — and are investing heavily in — our staff, and our learning and development function is under new leadership.”

An SFA spokesperson said the notice of concern was issued following the inadequate Ofsted judgement and the agency would “continue to follow its intervention policy” that could eventually lead to contract termination.

A spokesperson for the Department for Business, Innovation and Skills said it was up to the individual Trailblazer groups to decide whether to cut ties with Priory.

NEWS

Apprenticeship target a 'significant challenge'

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The creation of 3m apprenticeships by 2020 is a "significant challenge" that can only be achieved with more funding and employer engagement, sector leaders have said.

The Conservatives made the target a central plank of their General Election manifesto.

However, it would require a huge increase on the 2,208,100 apprenticeship starts over the five academic years from 2009/10 to 2013/14.

The most successful academic year during that period was 2011/12 which saw 520,600 starts, but it fell to 510,200 in 2012/13 after a minimum 12-month duration was introduced for apprenticeships in August 2012.

It slumped to 440,400 in 2013/14 and there would have to be a 36 per cent increase on that figure to achieve the 600,000 starts per year needed by 2020.

Concern also remains over whether there will be sufficient funding, improvements to schools' careers guidance on apprenticeships, and interest among small and medium-sized enterprises to produce the extra starts.

But the government's tactics for achieving the 3m target will, according to new Business Secretary Sajid Javid in Sky News interview on Tuesday (May 12), be laid out in an employment and apprenticeships bill set to unveiled in the Queen's Speech.

Martin Doel, chief executive of the Association of Colleges, said the target would be a "significant challenge" that "can be achieved if the government and others can persuade sufficient numbers of employers to recruit an apprentice".

He said: "We will also need to ensure the careers advice, delivered by schools, gives a thorough explanation of the opportunities provided".

Dr Lynne Sedgmore (pictured below left), executive director of the 157 Group, said: "Securing such an increase will rely on gaining much more buy-in from the employer community and that, in turn, is about making sure employers can see the value of engaging with skills training."

David Hughes, chief executive of the National Institute of Adult Continuing Education, said the 3m target was "an ambitious yet important step".

He called for more "incentives for employers to take on apprentices", the "quality bar" to be raised through a new apprentice charter, and traineeships to be given a "shot in the arm".

Stewart Segal, chief executive of the Association of Employment and Learning Providers, said there would need to be "improved careers guidance in schools and for adults, a streamlined

system of contracting and funding that gives providers and employers greater certainty over planning, and a more considered approach to apprenticeship reform".

He added: "Above all, it will need increased and sustained investment."

The Skills Funding Agency (SFA) confirmed in March that apprenticeship funding would be protected from 24 per cent sector cuts with apprenticeship allocations "initially set at £770m".

Nevertheless, Bedford College principal Ian Pryce (pictured below right) tweeted on Monday (May 11) that the 3m target was still "not achievable" and called on the government to "allow us to use that funding for 19-24 full level three who get job after".

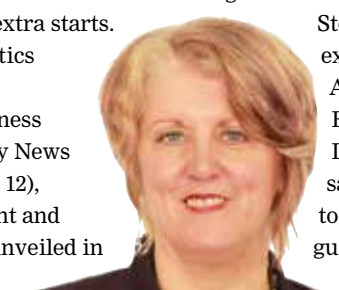
John Allan, national chairman of the Federation of Small Businesses, said the government would need to "improve take-up among the UK's 5.2m small businesses".

"Apprenticeships must be affordable, have standards based on current industry practice, and the quality of training must give confidence to employers that apprenticeships will produce the skills they need," he said.

A CBI spokesperson said: "Employers must have real control over standards and funding if more businesses are to step up and play their part."

The Department for Business, Innovation and Skills told *FE Week* that Mr Javid and Skills Minister

Nick Boles were not available for comment.



UTC near every city aim 'achievable'

The new Conservative Government's expansion drive for University Technical Colleges (UTCs) has been backed by the Edge Foundation, which helped launch the institutions.

The Conservative Party General Election manifesto said it would "ensure that there is a UTC within reach of every city".

And David Harbourne, chief executive of the Edge Foundation, which was one of the original sponsors of the Baker Dearing Educational Trust that oversees UTCs, told *FE Week* that he thought the target was achievable.

Meanwhile, Charles Parker, chief executive of the Baker Dearing Educational Trust, said: "We will work with the government to ensure that any student who wishes to attend a UTC and benefit from its educational provision can do so."

"However, UTCs are always established when there is demand from local employers and the local university to help meet an identified technical skills gap in the area."

There are currently 30 UTCs operating, with 15 more due to open in 2016 and a further five in 2017.

However, Black Country UTC and Hackney UTC have announced plans to close at the end of 2014/15, after both experienced problems attracting enough learners to stay open.

The Department for Education declined to comment.



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Martin Lawrie, Head of Learning and Quality Systems at Newcastle-under-Lyme College.

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NICK LINFORD

Lsect director and former *FE Week* editor

Register to join Nick's free webinar briefing 'What does a Conservative government mean for FE and skills', sponsored by OCR. Monday, May 18, at 11am. Visit feweek.co.uk/electionwebinar to register.

Enter apprenticeships, centre stage

The target has been set and the election won — now the government must set about achieving 3m apprenticeships. But what exactly is being aimed at and is it even the right target, asks Nick Linford.

As the dust settles on a general election result few predicted, the FE and skills sector will be considering the implications of a Conservative government. Above all else, the manifesto commitment to fund 3m apprenticeship starts over the next five years now takes centre stage. In fact, even outside of our sector, it is arguably the government's top priority given the newly-elected Prime Minister listed it first in his maiden speech.

So before waking up to the reality and potential hangover of the task ahead, let us start with a raised glass and sector back-slap. The government wants to invest further in our sector and in their own words; apprenticeships support young people to acquire the skills they need. With the self-congratulation out of the way it is time to consider if the 3m starts is the right target and how it might be achieved.

The Conservatives have chosen to use apprenticeship starts as their target, which is a figure published in official Statistical First Releases. This means within the FE sector it is already well understood and credible as a measure. However, how many listening to the Prime Minister would realise this 3m is neither the number of people, nor does it mean they passed the apprenticeship?

Firstly, many of the 3m starting an advanced apprenticeship are being counted for the second time, having already achieved an intermediate apprenticeship.

In fact, apprentices joining the accountancy profession often enters at level two and progresses to level three and then continues on to level four. They would be counted three times towards the 3m target.

Hard as it may be to believe, the number of individuals participating in apprenticeships has never been published, and efforts by FE Week to find out the number through a freedom of information request have been rebuffed.

Surely it would be better to count people benefiting — let's call them 'apprenticeship entrants' — to avoid this double or triple counting. This would also save me shouting "wrong!" every time a politician refers to the number of 'people' doing an apprenticeship.

The second issue with the target is that it only counts how many apprentices started, which simply means they were on the course for 42 or more days. Last year, a

third of all apprenticeship leavers failed to successfully complete the course.

This means we would be counting 1m failed apprenticeships towards the 3m target. How many politicians realise this and would it not be better to be chasing a target that only counts those apprentices who actually graduate?

To achieve 3m starts in five years will require an average of 600,000 starts every year, with an emphasis on supporting the 'young', if the Conservative manifesto is to be believed. This is a huge challenge, given last year apprenticeship starts fell 14 per cent to 440,400, of which just 278,900 were aged under 24.

Hard as it may be to believe, the number of individuals participating in apprenticeships has never been published

The returning Skills Minister, Nick Boles, is therefore faced with an immediate dilemma. Cop out, and chase growth the easy and cheap way by encouraging more adult apprentice starts, many of whom will be large employers with existing employees. Or stick to the commitment to support the young and incentivise or force more large and small employers to recruit 16 to 23-year-old apprentices?

It is also worth keeping an eye on the development of Degree Apprenticeships, which featured in the Conservative manifesto. For example, might a quick win be to simply rebadge nursing degrees as apprenticeships?

Then there are higher level apprenticeships, but should we be spending public money subsidising level six professional training at law firms and banks? More clues are due soon, with an Apprenticeship Bill to be announced in the Queen's speech.

Before Nick Boles and the Skills Funding Agency panic and take the cop out route to 3m starts, we need to quickly debate whether 'starts' represent the best target to chase and how to ensure many more young people participate. The government can't create apprenticeships; only employers can do that, so they need to do their bit too.

Javid — will he be Treas

Prime Minister David Cameron has appointed the Conservative MP Sajid Javid as Business Secretary in his new majority government.

He replaces Vince Cable, the Liberal Democrat who held the post for the last five years until he lost his seat in Parliament on May 7.

Reporter Freddie Whittaker delves into the background of the new man in charge of the Department for Business, Innovation and Skills (BIS), and looks at what the FE and skills sector might expect.

A former banker and Treasury minister, Sajid Javid is seen, by the business community at least, as a safe pair of hands. But will his FE background be enough to win over a sector demanding more attention and funding?

A key ally of George Osborne who, like Education Secretary Nicky Morgan, has risen swiftly through the ranks having worked for the Chancellor, Mr Javid will have to work hard to overturn the perception that he is a Treasury stooge placed in BIS to deliver deeper cuts.

So, along with delivering the 3m new apprenticeship starts and siting a university technical college within reach of every city, among other manifesto pledges, Mr Javid will have to preside over a cut to the adult skills budget of 24 per cent in 2015/16.

He will also find himself using cash from fines imposed on his former employer, Deutsche Bank, for their part in the Libor manipulation scandal to fund some of the planned apprenticeships growth thanks to a policy revealed in the General Election run-up designed to generate £200m.

And he will do all of this with his prized limited edition print of Margaret Thatcher hanging on the wall of his office at 1 Victoria Street, as he revealed on Twitter just days after the election.

Given his background, Mr Javid is unlikely to face the same criticism at BIS as he did upon his appointment as Culture Secretary last year, when he was accused of being out of his depth.

Although he didn't have long to settle into

CV – The Right Honourable Sajid Javid MP

Born: December 5, 1969. Rochdale, Lancashire

Education

Downend School near Bristol (1981 to 1986)

Filton Technical College (1986 to 1988)

University of Exeter (1988 to 1991)

Employment

Chase Manhattan Bank, New York: Various roles including vice-president (1991 to 1997)

Deutsche Bank, London: Director (2000 to 2004), Managing director (2004 to 2007)

Deutsche Bank, Singapore: Head of credit trading, equity convertibles, commodities and private equity businesses in Asia (2007 to 2009)

Parliamentary career

Elected as Conservative MP for Bromsgrove in 2010 with a majority of 11,308

Parliamentary Private Secretary to Skills Minister John Hayes (November 2010 to October 2011)

Economic Secretary to the Treasury (September 2012 to October 2013)

Financial Secretary to the Treasury (October 2013 to April 2014)

Minister for Equalities (April 2014 to July 2014)

Secretary of State for Culture, Media and Sport (April 2014 to May 2015)

Secretary of State for Business, Innovation and Skills (May 2015 to present)

his last job, Mr Javid made a staunch defence of a free press one of his key messages, which suggests that he may be an unlikely champion of whatever cause he decides is most important in his new brief.

And Mr Javid is no stranger to FE. As a former student at Filton Technical College, now part of South Gloucestershire and Stroud College, who served as Parliamentary Private Secretary to the former Skills Minister John Hayes, he should be familiar with the demands of the sector.

But if he isn't, sector leaders were certainly keen to help him out.

Dr Lynne Sedgmore, 157 Group executive director, told *FE Week* that Mr Javid's business experience and time spent working for former Skills Minister John Hayes, would "undoubtedly have left him with a clear view of the importance of a strong skills system".

She said: "Colleges are, of course, critical to that system. This is a good and high-

'COME BACK TO COLLEGE, SAJID'

South Gloucestershire and Stroud College has welcomed its former student Sajid Javid to the role of Business Secretary.

Mr Javid attended what was then Filton Technical College, near Bristol, from 1986 to 1988, starting when he was 16.

Vice principal and deputy chief executive Sara-Jane Watkins (pictured) said: "I would like to congratulate and welcome former student, Sajid Javid, into his new role as Business Secretary."

Ms Watkins also issued a challenge to Mr Javid,

saying: "I hope to invite Sajid to visit us in the near future so he can see the developments within FE and its value within the education sector."

At the time of going to press, Mr Javid's education in FE had not been mentioned on his official website or his biography on the Department for Business, Innovation and Skills, although it is mentioned on his Wikipedia page.

After leaving the college, he went on to study politics and economics at the University of Exeter.



ury stooge or FE friend?



Dominic Lipinski/PA Wire

profile appointment, and we look forward to working with him.”

David Hughes, chief executive of the National Institute of Adult Continuing Education (Niace), said Mr Javid knew “first-hand” what people can achieve through “determination, ambition and perseverance”, and said he looked forward to working with him.

Association of Teachers and Lecturers (ATL) general secretary Dr Mary Bousted told *FE Week* she hoped Mr Javid would continue the “supportive work” of his predecessor, adding that it was “particularly important that economic growth related to training and skills is developed in tandem with key partners for sustainable progress”.

A spokesperson for the University and College Union said he hoped the new Business Secretary would visit colleges to see the “valuable work” they do, particularly in adult learning, adding: “This is a crucial area where more than 1m learners have already gone since 2010 as a result of funding cuts, and

behind other countries.

“We look forward to working the new ministers to ensure that apprenticeship expansion is focussed on quality.”

As reported on *feweek.co.uk*, Mr Javid’s appointment has also been welcomed by Association of Colleges chief executive Martin Doel, who said he would be encouraging him to ensure those “many millions of adults not eligible for an apprenticeship are able to access training”.

And Association of Employment and Learning Providers chief executive Stewart Segal said his organisation was “looking forward” to discussing with the new BIS team how training providers can play a “key role” in delivering planned growth of the apprenticeship programme.

Has your college, independent learning provider or awarding organisation been visited by Mr Javid? What was your impression and how do you think the sector will fare under his watch? Contact news@feweek.co.uk

Meet the new boss, same as the old boss

Nick Boles (pictured) “quickly grasped the importance of FE and training, particularly apprenticeships” in his first stint as Skills Minister, according to Association of Colleges (AoC) chief executive Martin Doel.

Mr Doel said the AoC therefore “looked forward to continuing its work with Mr Boles,” who was first appointed Skills Minister in July when Matthew Hancock was promoted to attend cabinet as business and energy minister.

Association of Employment and Learning Providers chief executive Stewart Segal praised Mr Boles for having

worked with the sector on issues such as Functional Skills and for his “pragmatic approach” on apprenticeship reforms.

Sixth Form Colleges’ Association deputy chief executive James Kewin said Mr Boles had acknowledged last year that the sector “had absorbed huge funding cuts”.

Mr Boles was not available for comment since his reappointment on Monday (May 11), but told *FE Week* the day after the election: “The expansion of apprenticeships was a key part of our manifesto and we intend to deliver on that.” See *feweek.co.uk* for more reaction to Mr Boles’s reappointment.



DAVID ALLISON
Managing director, getmyfirstjob.co.uk

‘Let’s agree there should be no relaxation of standards in pursuit of 3m apprenticeships’

David Cameron could have spoken about many policies in his agenda when he addressed the nation outside Number 10 Downing Street having been re-elected as Prime Minister — but he chose apprenticeships. David Allison considers the task ahead.

No matter who you talk to in the education sector, we are all waiting with bated breath to see what the unforeseen Conservative majority will actually deliver. For schools, it is likely that the onward march of academies and free schools will continue.

For FE colleges, there will be challenges across the board — from 16 to 18 provision to further reductions in the Adult Skills Budget that has been cut so much in recent years.

The one area where there is more certainty is apprenticeships.

When David Cameron stood outside Number 10 as our newly-elected Prime Minister on Friday, May 8, he had many flagship policies he could have talked about.

The re-negotiation with Europe was one, fixing the economy another, or possibly even investment in the NHS. But it was none of these.

Unless there is a change in approach, the 3m apprentices are not going to come easy

It was... apprenticeships. Now whether you agree that this rather single-minded focus on just one educational approach is right or wrong, there is general cross party support for the concept of ‘on-the-job’ training for young people as an alternative to the ‘academic’ approach offered by universities.

This means that for FE colleges and independent learning providers alike, the one area of certainty that we can all work on is a significant growth in apprentice numbers.

This growth is not going to be easy. Much was made in the election campaign of the ‘decline’ in new apprentices in the last academic year and unless there is a change in approach, the 3m apprentices are not going to come easy.

As has been noted by many commentators before, growth in apprenticeships has to be as much about quality as quantity.

My concern is that with this public — and

very ambitious — commitment to a volume of apprentices the government will now have to hit it, one way or another.

Those of us that have been in the sector for some time will recognise the cycle that sometimes follows.

Large scale government commitments that are not being achieved lead to a ‘relaxation’ in standards — either through more flexible eligibility criteria, or through lower educational requirements and standards.

One thing we can all agree on is that a relaxation in standards will do nothing for apprenticeships as a whole — and certainly not the young people that go through them.

So how do we make the most of this situation? Good apprenticeships are those that meet the needs of an employer; high quality candidates that are available when the business needs them and high quality education, training and assessment that fill the skills gaps that have been identified.

One of the facts that we have observed when looking at both candidate and vacancy data is the importance of timing.

Successful candidates join a business when both the business needs them, and the young person wants to start.

This may sound obvious, but understanding the link between the two will be critical to growth of high quality apprenticeships.

In a recent survey that we undertook with individuals that applied for an apprenticeship, there was good news in that about 20 per cent had found an apprenticeship and started it while 36 per cent were still looking, 16 per cent had found work without an apprenticeship and 14 per cent had returned to full time education. The slightly scary fact was that in the survey, when we explored attitudes to training with the 16 per cent that had found work, the vast majority — 95 per cent of them — had no interest in undertaking any further training and showed no interest in an apprenticeship.

So what happened to these young people to change their view? By definition these young people were employable — they had also been interested in, and applied for an apprenticeship.

Having found work, their interest in education appears to have disappeared. Furthermore, why had these businesses that employed 16 to 18-year-olds not thought that an apprenticeship was a good way of helping equip their business with the right skills for the future?

These are questions that we all need to ponder, and solve. If we don’t, I foresee an era of lower standards and a time when quantity becomes the measure of success and that won’t benefit anyone.

Question marks hover over BIS future

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Concerns about the future of the Department for Business, Innovation and Skills (BIS) may spark an investigation by a powerful committee of MPs, its former chair has warned.

Rumours are rife that BIS may be scrapped in this Parliament, with its various functions split between other departments such as the Department for Education and Department for Work and Pensions.

Right-wing think tank The Taxpayers' Alliance, which has links to the Conservatives, has recommended the move as a way to save billions of pounds, while new Business Secretary Sajid Javid is reported to have been open to the idea of its closure when he worked at the Treasury.

And Labour MP Adrian Bailey (pictured), who chaired the BIS select committee in the last Parliament, said it would be a key matter to be considered by the influential group if he is successful in being re-elected to the chair.

He told The Independent following his re-election as MP for West Bromwich West: "Looking at the scale of the cuts



that are coming, it is difficult to see how BIS could survive in its current shape.

"Also, I want to look at skills, because the UK still has an incredible skills gap and I'm not sure any of the parties have addressed that."

The appointment of Mr Javid on Monday also triggered speculation among FE professionals on Twitter about the department's closure.

Twitter user Paul Crisp said: "So rumours of imminent demise of BIS unfounded or just delayed? Or BIS without F/HE?" before going on to suggest Mr Javid may have been put in place to carry out a "hatchet job".

And 157 Group executive director Dr Lynne Sedgmore replied: "Love the irony of an SOS [Secretary of State] leading the very dept he supported abolishing previously", adding that the sector would know more following the government's planned spending review.

Mr Bailey and his committee played a key role in challenging the government over some of the key elements of skills policy over the last five years, including apprenticeships, adult literacy and numeracy and student loans.

Another key player in the committee rooms in the last Parliament was Graham Stuart, the Conservative MP who chaired the education select committee.

Mr Stuart declined on whether he planned to seek re-election to committee chair.



AS YOU ARE FOR LABOUR FE

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Labour's top education and business teams have emerged from a post-election mini-reshuffle identical to their pre-election make-up.

Acting Labour leader Harriet Harman, who became leader of the opposition following Ed Miliband's resignation, made some minor changes to the shadow cabinet team following the defeat of key politicians such as Shadow Chancellor Ed Balls and Shadow Foreign Secretary Douglas Alexander, and the resignation of London mayoral hopeful Sadiq Khan.

But Ms Harman announced on Monday that Shadow Business Secretary Chuka Umunna

and Shadow Education Secretary Tristram Hunt would remain in place despite the prospect they might both end up in the contest for the Labour leadership.

Mr Umunna declared his intention to run for the leadership on Monday in Swindon, while Mr Hunt has been mooted as a possible candidate by pundits and has hinted that he may also throw his hat in the ring.

The re-shuffle also did not touch Yvonne Fovargue, who remains in place as Shadow Education Minister with responsibility for 16 to 19 education, or Liam Byrne, who is still Shadow Skills Minister.

The Liberal Democrats, also in the process of launching their own leadership contest, are expected to announce their key spokespeople once a new leader is in place.

WHO'D BE A SELECT COMMITTEE CHAIR?

In each Parliament, select committee membership broadly reflects the political make-up of the House of Commons.

The first announcement about committees following the Queen's Speech on May 27 will be about the number of chairmanships allocated to each party, for which only MPs of that party can stand for election by the whole House.

Negotiations over the make-up of committees may be more complicated this time due to the large increase in the number of Scottish

National Party MPs in Parliament and the fact that many of the departmental committees deal with issues specific to England. Final details of membership will be known mid to late June.

In 2010, the allocation of chairmanships by party was announced on May 26, the day after the state opening of Parliament. The elections took place on June 9, with Adrian Bailey winning in the second round with 297 votes to Barry Sheerman's 225. Graham Stuart won in the third round with 244 votes to Rob Wilson's 221.



Farewells to sector 'champion'

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Sector leaders lined up to pay tribute to the efforts of former Business Secretary and self-proclaimed FE-saviour Dr Vince Cable as a "champion of the sector".

The senior Liberal Democrat became one of the most high-profile casualties of the General Election on May 7, when he lost his Twickenham seat to the Conservatives. He has since been replaced as Business Secretary by Conservative Sajid Javid.

Dr Cable claimed last October that he fought off suggestions from civil servants in 2010 that budgets across the sector should be cut to a level that would have "killed off FE".

His claim was backed-up at the time by former Skills Funding Agency director of provider services David Hughes, chief executive of the National Institute of Adult Continuing Education. Mr Hughes said: "Vince was always — and I'm sure still is — a champion for FE and the support it gives to people who need help to get on in society. His passion for the sector and determination to make it as good as he possibly could shone through."

The sector, not including apprenticeship budgets, is currently being hit by 24 per cent cuts despite Dr Cable's former presence in Government.

Nevertheless, former senior civil servant Sue Pember (pictured), who worked with 10 FE and skills ministers and eight secretaries of state over six years up to

2013, remained full of praise for Dr Cable. The former head of FE and skills investment at the Department for Business, Innovation and Skills, who will start as director of policy and external relations for adult learning provider membership body Hoxley in August, said: "Dr Cable was an incredible and supportive Secretary of State and a true champion of FE. He fully understood how adult education enhanced lives and individual prospects and how in turn that bolstered productivity."

Martin Doel, chief executive of the Association of Colleges, said: "The fact Dr Cable remained as Secretary of State for the full five years gave him a good knowledge of FE, only adding to his evident personal commitment to colleges. Throughout that period we knew we had someone at the top who understood and appreciated the work of colleges."

Stewart Segal, chief executive of the Association of Employment and Learning Providers, said: "We are grateful to Dr Cable for protecting the apprenticeships budget during the past five years and for overseeing the launch of traineeships. Dr Cable showed a real propensity to listen to concerns, such as ones about employer contributions to apprenticeships, and take notice of the frontline evidence presented to him."

Dr Lynne Sedgmore CBE, executive director of the 157 Group, said: "We are especially sad to say goodbye to Vince Cable, who has been very supportive of FE despite the difficult times we have been facing over the past few years."



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FE WEEK COMMENT

Focus on all FE offers

The party political focus on FE and skills during the last Parliament was the greatest it has been in a long time, as that 'parity of esteem' mantra, trotted out to knowing nods and various seals of approval, showed.

And that focus has intensified with Prime Minister David Cameron putting a 3m apprenticeships target front and centre for his new Government.

It's an aim the sector can take pride in being set. It's a tribute, finally, to the economy-boosting powers of FE and skills.

Questions as to whether it's a realistic aim and whether the methods by which it might be achieved would dilute the quality of provision are best left until we know more of the Government's tactics.

But it has already shown commitment to the apprenticeship cause with safeguarded funding for the programme. However, while this is something to be celebrated, at some point it will be worth reminding Skills Minister Boles that there's more to FE and skills, at least for now, than apprenticeships.

It's a reminder that will hopefully not be necessary for Business Secretary Javid (as himself a product of FE and skills).

Chris Henwood

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Workload and constant change driving up stress

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Working in FE today is more stressful than at any point in the last six years due to workloads and constant change, a survey by the University and College Union (UCU) has suggested.

The report, Taking its toll: rising stress levels in further education, showed how 87 per cent of staff who took part in the survey last year agreed or strongly agreed that their job was stressful, up from 78 per cent in 2012 and 74 per cent in 2008.

The survey of 2,250 FE college staff, published on Friday (May 15), also found that more than two thirds (69 per cent) of respondents scored four out of five on a scale used to measure psychological distress — the level at which it is judged intervention is needed to improve psychological health.

Sally Hunt (pictured front), UCU general secretary, said the combination of concerns expressed by staff was "a recipe for disaster".

College staff saw change as the most stressful aspect of their jobs, followed by

heavy workloads and lack of control.

Seven out of 10 respondents agreed or strongly agreed that too many changes had been introduced.

Ms Hunt said: "It is clear that working in FE has become more stressful with every passing year. The sector and the people who work in it desperately need some stability."

Just one-in-ten respondents were very or extremely satisfied with their jobs and the lowest levels of satisfaction were with college management.

"We appreciate a lot of the change has been imposed on colleges from above but this survey also tells us that the way change is being managed and communicated within colleges is a significant source of stress for employees," said Ms Hunt.

She added: "This report sets out mid and long-term targets for colleges to alleviate stress and they should not be ignored."

Dr Sedgmore said: "It is very concerning to see the rise in such key indicators among staff. It is clearly a very difficult time with constantly reducing resources and funding for both staff and managers."

Marc Whitworth, director of employment policy and services at the Association of Colleges (AoC), said: "Managing change is a priority for college leaders as is the engagement of the workforce to deliver key services for students. Colleges are being forced to make tough decisions as FE continues to be squeezed by government funding cuts and policy changes are implemented."

"College leaders are working hard to support their staff as well as continuing to find new ways of working, improving responsiveness to change and developing new skills. We believe college staff are meeting these challenges with determination while prioritising the needs of their students and providing high-quality education and learning experiences."

The UCU survey results follow those recorded in the *FE Week* and Policy Consortium FE and skills survey, published earlier this month, which showed 43.5 per cent of 553 respondents were extremely concerned with the rate and pace of change in the sector, while 50 per cent of 551 were extremely concerned by workload.

COMMENTS

FE 'saviour' Cable loses seat as Conservatives head for majority

Who in the new government will speak up for & defend FE now that Cable has gone? #LoveFE
@MHW_PR

Worrying times for North East colleges and FE sector - with FE 'saviour' Cable losing seat and Tories in charge
@smitajamdar

Qualified to speak [Trevor Gordon profile]

Gordon took his life very seriously as the coach to make a difference in education and that really shows in his way.

He is a role model and inspiration to many from all backgrounds who have the faith that change is possible by seeing the greatness in each and everyone. Thank you.
Walraud Idir

The rise of the grade three provider — a sector-wide story

Raises as many questions about inspection judgments as about providers
@smitajamdar

FE archive dating back 100 years saved from being dumped in skip

Coombe Lodge is a real blast from the past. I went there to be on the receiving end as a delegate at conferences and also presented a

seminar on NVQs. The organisers had asked me to be 'controversial' in my presentation, but at the end said 'not that controversial!'

Although probably expensive to run it was the networking opportunities that were so useful along with presenters who were innovators.

In those days, HMIs (before Ofsted and the FEFC) also got managers for different curriculum areas together for a weekend to share practice. Looking back, it is something I can see contributed more to the improvement agenda in FE than people realised.

Yes, we have had numerous reincarnations of improvement agencies from FEDA to LSIS but none have stood the test of time.

Phil Hatton



TOP NEW BIS SEC SAJID JAVID TWEETS

@TalentSquared
well done on your new appointment & wish you all the success!

@MichaelKings9
Listening to David Cameron, Sajid Javid and Theresa May in the last few days I dread to think what they are going to do to this country

@PaddyBriggs
@sajidjavid needs to understand that the businesses he wants to succeed are utterly reliant on public sector services

@KaziManjur
@sajidjavid will this government reintroduce post study work visa as Britain losing dramatically foreign students?

@IanBaxter66
Great news that in @sajidjavid we now have an SoS for Business who actually understands business. #reshuffle

A collage of various images showing apprentices in different industries: a chef, construction workers, a greenhouse worker, a scientist, a pharmacist, a man in a suit, two people walking, a woman in a red jumpsuit, a woman in a blue jacket, a man in a black t-shirt, a group of people working on a laptop, two men in maroon shirts, and a person working with laboratory equipment.

APPRENTICESHIPS ARE CHANGING

OUR COMMITMENT TO APPRENTICES NEVER WILL

City & Guilds is leading the way in supporting trailblazer groups to shape assessment plans for the new apprenticeship standards.

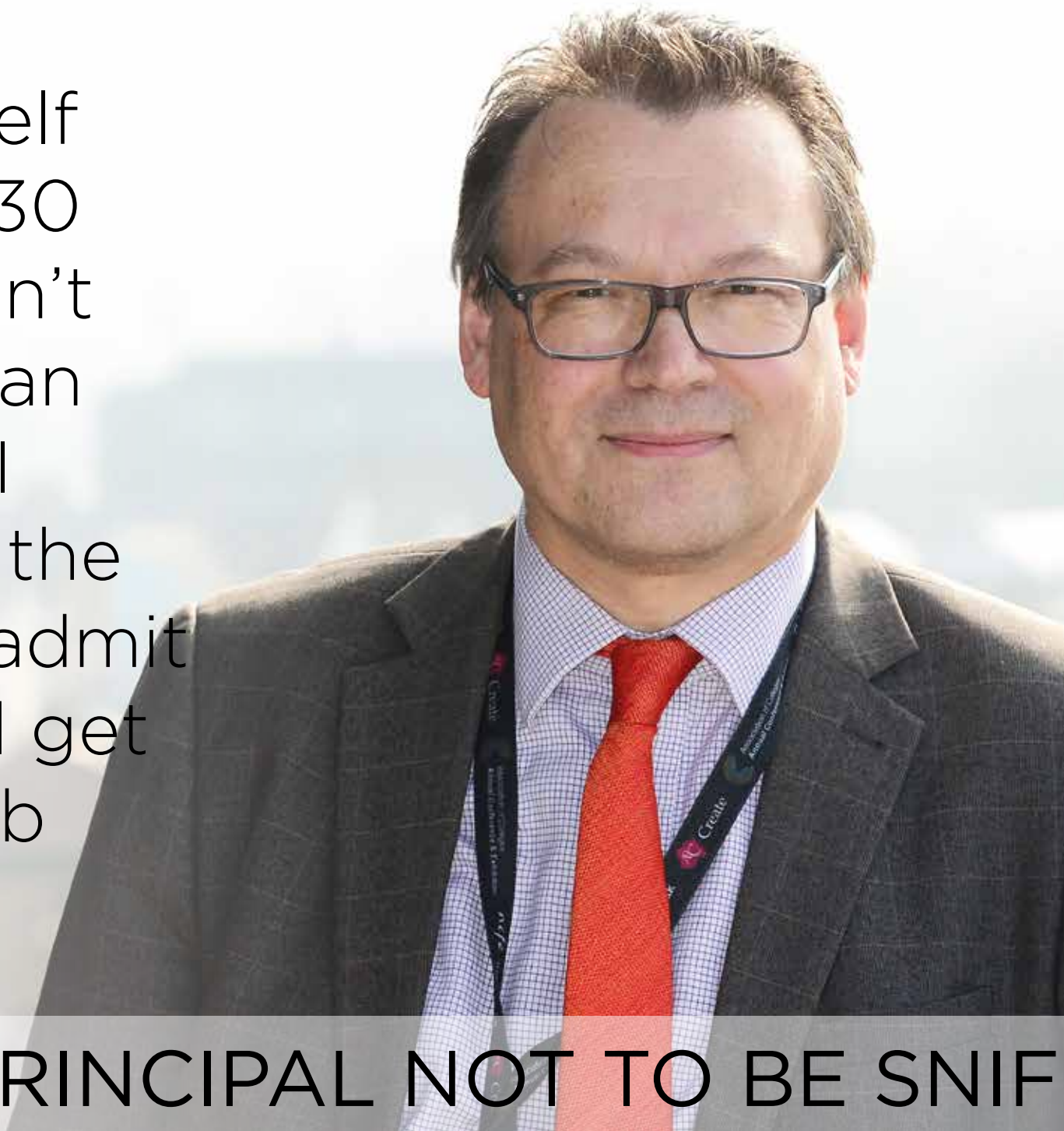
Find out about the latest trailblazer developments and how we can support you through the changes:

www.cityandguilds.com/apprenticeships

PROFILE



I gave myself until I was 30 and if I hadn't made it as an artist then I would bite the bullet and admit defeat, and get a proper job



AN ARTY PRINCIPAL NOT TO BE SNIF

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At first, the 17-year-old Andy Cole thought nothing of his head teacher's long, contemptuous blow into a handkerchief.

But when it happened again, just moments later, Cole realised it was the head teacher's ludicrous reaction to his desire to go to art school.

Today, Cole is on the other side of the desk as principal at the College of North West London (CNWL), but it's an expression of prejudicial thinking from on high that has stuck with the 54-year-old.

"It was a grammar school and quite snobby," says Cole of his Bury school past.

"In the constitution of the school it said the head teacher came from Oxford, Cambridge or Bristol, so by definition the aspirations of the school were fairly university-focussed.

"And I was on track to do A-level maths, physics and art because I said I wanted to go and be an architect and I was told those were

the only subjects that would get me there, which was demonstrably untrue."

Cole turned out to be "absolutely appalling" at physics, and so began bunking off to do double art or maths instead — and was eventually found out.

"I got called into the head master's office and I was given this whole spiel in front of my mum asking how I was going to get anywhere, and then the head master said: 'What do you want to do with yourself?'"

When Cole replied he was hoping to go to art school, the handkerchief came out. And it happened again when Cole explained that he'd looked in to it and didn't need the physics A-level to study art.

"I thought at first it was coincidental, but literally every time I mentioned the word art, or art school, out came the handkerchief," he blew big time into his handkerchief," recalls Cole.

"It was just a surreal experience."

Fortunately, and much to Cole's surprise, his mum Jose and dad David were "extremely supportive".

So Cole found his way to Hull School of

Art and Design (now part of Hull College) via a foundation degree from Rochdale College of Art (now part of Hopwood Hall College).

Cole then headed for a post-graduate degree in London, which, at the time, was "truly a different world" to the recession-hit North and offered plenty of painting work converting old East End and Docklands warehouses into loft apartments.

"That gentrification of urban industrial space was piggy-backed on artists' communities, so you were mixing with some fairly famous artists because these were like living-working spaces, so you could get cheap but big accommodation and it was a fairly lively environment, shall we say," he tells me.

"I didn't have a full-time job until I was 31 — at that point I was just getting by being a painter and an artist's assistant."

Cole was also exhibiting his own art work at the time in smaller galleries in the UK and in 1987, managed to secure an exhibition in New York's then up-and-coming Lower East Side.

Inspired by the New York trip, he and a

friend started a gallery in a room above the Black Bull pub near Chelsea Football Club, providing exhibition space for fellow arts students — giving Cole the distinction of having granted Turner Prize-winning artist Martin Creed his first ever exhibition.

Cole's own artistic career, however, never took off in the way he had hoped.

"I was living in accommodation that didn't have central heating and it had got to a point where I thought, 'You know what? I'd quite like a washing machine'," he says.

"I gave myself until I was 30 and if I hadn't made it as an artist then I would bite the bullet and admit defeat, and get a proper job.

"I held on until 31 and I hadn't made it, so..." Cole shrugs, but he's grinning and to be honest he doesn't look like a man defeated — perhaps that's because of the route he chose instead.

Cole had begun teaching part-time after finishing his postgraduate degree at Portsmouth Polytechnic, now Portsmouth University, although, he says, the experience of higher education teaching left him feeling "a bit of a fraud".



FED AT

His first encounter with FE was at Thurrock Technical College (now part of South East Essex College).

“I was asked if I would do a bit of cover — allegedly just for a day or two,” he explains.

“So I rocked up and was shown to a portable cabin at the bottom of the car park.

“The kids were what we would call NEETs [not in education, employment or training] now, stuck in the rubbish accommodation, nobody wanted to teach them and they were just killing time really.

“I didn’t know what I was doing but I thoroughly enjoyed working with them.”

The college asked him to return the next day, and the next, and after two weeks, offered him a permanent contract.

“I was like, ‘Why?’ and they said, ‘You were the first person who lasted more than a day with them’,” he says.

To this day, Cole struggles to understand why those learners had been viewed as problematic.

“Maybe it was my age, I was close enough to them, and maybe it was the fact that I wasn’t a trained teacher and had no

preconceptions about how you did it, I was just responding to what they were interested in and how they were learning,” he says.

“I think what I really found interesting that process of learning how you learn, how you get from the point where you don’t know something to the point where you do.”

He took up a fulltime job at Thurrock in 1991 — just in time to experience the upheavals of incorporation.

“There came a point where you could have all these changes done unto you or be part of the solution, if you like,” says Cole.

“It did quite quickly become apparent that the world was going to change, with colleges becoming masters of their own destiny to a certain extent and I just wanted to be part of what that world would look like.

“So that’s when I got a course management job at Borders College in Scotland and I started from there.”

However, Cole and wife (then-partner) Justine, “very quickly decided that Scotland was beautiful but London was where the money is” after the company Justine was working for went bust, and the pair returned

South, where Cole became a manager at Henley College.

From there, he moved to Havering College, then Newham College and Newham Sixth Form College, before becoming a vice principal at City of Westminster College.

“I didn’t really start thinking about becoming a principal until maybe about five years ago, just when I became a vice principal. And then I realised actually, there’s a stage beyond that,” he says.

In 2014, he became principal of CNWL, a college which has seen its fair share of financial difficulties — although, as Cole notes wryly “show me the college that doesn’t”.

“One thing I can be certain of is that in five years’ time the FE sector in London will look pretty different to what it looks like now,” he says.

“We’re almost at a tipping point — taking a 24 per cent cut to anything is going to affect some fundamental change.

“The optimist in me says that as a necessity, people will become more collaborative and start to share — not just

as federations, which is just about money — but will actually genuinely start to share their strategies and their visions, and start to really see how best we can use a finite resource to best serve our communities.”

And, the father-of-three believes, his somewhat unconventional introduction to teaching puts him in a good position to lead his college into that uncertain future.

“I’m told I have a slightly alternative view to many people when it comes to certain things,” he says.

“FE gave me a second chance — it gave me the chance to re-engage and get my education back on track, and helped me to realise my vision.

“So it’s about that personal second chance that I’ve had, and I think we’re at a point where we risk denying people that second chance opportunity, so I do like engaging with people who are passionate and want to improve themselves, but maybe don’t know they want to do it.

“So I guess there is something there about that alternative view — my natural inclination is to go with the underdog.”

It's a personal thing

What’s your favourite book?

Poetics of Space, by Gaston Bachelard, which is about dreams, and architecture and spaces. It was a fairly seminal book when I was an art student. And From The Diary Of A Snail by Guenter Grass. It deals with ambiguity and memory

What do you do to switch off from work?

I just spend time with the kids and the family, and I do quite a bit of walking, usually in and around urban areas and into parks and things, because one of my daughters comes into London on a Saturday for a dance class in Kings Cross, so I end up walking around the back streets of Bloomsbury quite a lot and visiting the occasional hostelry, but a bit of time walking and a bit of time with the family

What’s your pet hate?

I’m not sure I have one really, but I guess it’s self-interested people, self-serving people. And if we’re going to be political about it, people who pretend to listen but don’t really

If you could invite anyone, living or dead, to a dinner party, who would it be?

Personally, I find family and friends to be the best company. I would have loved to have met my dad’s side of the family — my dad was brought up in a children’s home, and he only met his mother, who lived in the West Indies, once, and he never knew his father. So I would love to get to know that side of the family. No famous people

What did you want to be when you were growing up?

An architect. One of our family friends was an architect and he built his own house in 1960, and it was like the archetypal Conran building, it was all done out in that typical 60s décor which, growing up in a northern mill town, was quite radical and I was just fascinated. But then I discovered art



Cole with his art in the 1980s, and (right) Cole’s painting Boxer Quadroon (1987, oil on canvas)



Cole’s daughters Madeleine and Elspeth (middle left and right), wife Justine and daughter Isabelle on New Year’s Eve 2014

Cole (left) with younger brother Nigel



Cole’s father David and mother Jose at their wedding in 1958



IAN SACKREE

Chief operating officer at Protocol and former Lincoln College vice principal

Don't undervalue your HR director

Staff costs are, like all variables, a source of savings that come under review in times of austerity. Ian Sackree makes the case for strong HR leadership to offer guidance on staffing issues.

Over the years I have seen HR used well and appropriately, and I have also seen it used poorly and inappropriately to retro-fit and shoe-horn poor management decisions taken without HR advice as if they were made by HR in the first instance.

In these challenging times the latter application of what should be a strategic, business and change-enabling resource is simply foolish and wasteful. How can you avoid this bear trap and get the best out of your HR?

Firstly, while most HR directors are friendly and outgoing, do not take this easy-going persona as an excuse to by-pass their contribution. It is imperative that HR is viewed as a strategic resource and applied to each aspect of strategic problems, challenges, and change-management

processes.

Times are tough, money is tight and around 70 per cent of the scarce resource each college receives goes out monthly on pay and people.

Therefore, ensure that the HR director is never far away from the 'top table' and is 'in at the beginning' of a good idea or proposed problem-solving solution.

At this time more people are exiting the sector than joining it, a sad reality of reduced real-time funding.

Notwithstanding, each person's exit must be handled correctly to avoid a legal, and expensive backwash.

Don't let managers who 'know a bit' about HR lead on this; use the experts because that's why you employ them. On the converse, where recruitment is taking place each lecturer computes to an annual recurring £50k investment, senior managers up to £100k per annum (or more) so commit at least as much time to each appointment as you would to spending the equivalent money on non-pay.

You would not renew the college vehicle fleet after a 30-minute interview, so don't slack when it comes to assuring that new recruits are the very best available. Use HR to fully validate the credentials and skills set of anyone you allow to join your organisation, and don't be afraid to make it challenging to get in.

A good HR director will provide strong, yet appropriate challenge to ensure that the organisation is following the important rules (not the less important rules), and using its resources well.

My advice is to accept, and support that challenge across the college. Pay costs measured against total income must be pushed downwards to 60 per cent, a repetitive annual task if income is falling year-on-year.

HR managers should challenge staff utilisation — but don't keep 'bashing' the lecturers who generally account for only one-third of the wage bill.

Deploy your HR Task Force across the college to find and resolve waste, because it is out there. In many high-performing colleges HR directors work very closely with finance directors in a collaborative way. Good cop, bad cop (you decide) but regardless of who is who, this approach should be encouraged. Get 'money' and 'people' right and the rest follows.

The sector has had many back-to-back difficult years and staff tensions are often high and stress can be rife. In tightening times avoid temptation to cut your people-related HR horsepower.

Never before has it been so important to do the HR-basics well, focussing on good

employee and union relationships, morale (a leadership thing), managing attendance and ensuring that in the absence of pay awards the organisation does everything to respect, motivate, develop and recognise high performers who have decided to stick around.

In summary, a well-resourced HR function led by a skilled, forward thinking HR director is essential.

HR managers should challenge staff utilisation — but don't keep 'bashing' the lecturers who generally account for only one-third of the wage bill

Your HR director must be many things to many people in order to do their job well, but one thing they should never be is left in the corner as an observer in this kinetic and frenetic time.

Use them as the strategic enablers that they are and your organisation will reap the benefits.

Lewisham Southwark College and Greenwich Community College are both considering merger as part of reviews with the FE Commissioner having been rated as inadequate. Dame Ruth Silver argues for a broader assessment of South East London FE that does not necessarily entail merger.

Here we go again, round and round the mulberry bush, looking at mergers as the solution to yesterday's problems, lacking serious strategic intent, with the obvious operational focus serving today's need for good housekeeping while failing tomorrow's opportunity to act in fellowship, with the whole system of providers in local education, training and employment provision.

Yet again it is restricting what our sector can become in service to its peoples.

What a waste of an unignorable moment: even worse, yet again it is combining weakness with weakness and failing to honour the wisdom of Gregory Bateson who cautions that, 'it's difference that makes a difference, sameness gives us more of the same.'

We can and need to do better than the usual response — more of the same is dangerous to more institutions.

Any serious analysis of the South East London colleges' difficulties clearly reveals that the state they're in is, in large part, the outcome of consistent long term funding-led operational squeezes from stronger, privileged and more improving parts of the whole system.

To illustrate, the terrific success of



DAME RUTH SILVER

Founding president of the Further Education Trust for Leadership (FETL), co-chair of the Skills Commission and former Lewisham College principal and Learning and Skills Improvement Service (LSIS) chair

Colleges in peril — but looking beyond merger

Adonis' Challenge Initiative in London's reinvigorated, repurposed schools has resulted in an extreme narrowing of the pipeline which brought a strong supply of young people through our doors: they are now staying where they are and thriving and colleges struggle without them.

Add to that the rise and rise in the valuing of apprenticeships in the hands of independent learning providers and employers has also narrowed a pipeline of other young adults and colleges also struggle without them.

The vicious funding attack on adult and community education in colleges and elsewhere, following decades of continual squeeze, closes down avenues where colleges and their learners are known to thrive. Universities too have taken up supply routes for folks who were previously the population of FE.

The state of the colleges in the sector is just as much sending out serious distress signals about systems in collision as it is

about inadequate funding, perilous timescales for change and a crisis in succession as our colleagues leave or fall. It is Darwinian.

The vicious funding attack on adult and community education in colleges and elsewhere, following decades of continual squeeze, closes down avenues where colleges and their learners are known to thrive

What to do? As ever, we have been very near to scoping solutions on this and they were cut short when funding ceased. The LSIS regional sustainability advisers, some seven years ago, participated with respected others in how, in local circumstance, a truly connected system of education and training could happen — and with some enlightened London chief executives, we even got as far as rehearsing some of the parts of strategic planning for the whole system working within a progressive borough.

Two things got in the way, funding of course, but we all know that money is rarely only ever about money — it is also a signifier of territories, power clashes, respect, love even, and votes, of course.

As a sector, we have much to learn about the importance of subsidiarity in a collective contribution to a bigger goal than simply the institutional.

FE Commissioner Dr David Collins stands in a place of possibility as the reviews begin — he is absolutely the one who can invite contributors from the wider local system, starting with what's walking towards the area, what's being asked of all provision, players and communities, construct with others the coming strategic context and what is needed to capture it for all, with performance analysis for positioning on strengths.

He must call on ambitions, the evidence and research of other systems and sectors for this is a time for new thinking.

Review is inadequate, reform is not enough. This could be the time for the reformulation of our purpose, in modern times.

Research in the last edition of *FE Week* showed how the proportion of new grade three results was up this year versus the same period last year. Jayne Stigger considers what might be behind this rise.

It was reported in *FE Week* that 33 per cent of the 57 general FE colleges (GFEs), sixth form colleges and independent learning providers (ILPs) inspected and reported on between January 1 and May 5 this year were downgraded to a three or ‘requires improvement’ rating compared to 17 per cent of 64 inspections for the same period last year.

The proportion of new grade one or ‘outstanding’ results fell 3 per cent, with no new grade ones so far this year compared to two in the same period last year, and new grade two or ‘good’ ratings as a proportion of inspection results fell from 50 per cent last year to 32 per cent, the proportion of grade fours went from 2 per cent to 9 per cent. So is there a trend in Ofsted results that is a cause for concern?

Ofsted needs an updated and uniform CIF to capture the complexity of colleges and it will now run shorter, more focussed inspections with the expansion of the following areas of provision graded “where appropriate”; 16 to 19 study programmes, 19+ learning programmes, apprenticeships, traineeships, employability, learners in receipt of high needs funding, community learning and 14–16 provision in colleges full-time & part-time.

For this group of college inspections, however, the overriding factor for a



JAYNE STIGGER
Freelance interim FE manager

Look at inspection results, and look at management

college to downgrade appears to be cultural.

The GFEs who went down a grade all underwent recent management change, Mid Kent College (change of principal), Tameside (change of principal), Solihull (new principal), Wigan & Leigh (change of principal) and New College Stamford (change of principal) which would understandably lead to an unsettled atmosphere and contribute to a change of grade.

There were 11 ILPs downgraded, four (37 per cent) of which had never been inspected before, so they were not technically downgraded, just awarded their first grade. Their grades are not truly relevant in this context. The remaining seven (63 per cent) are struggling due to the pressure on funding in terms of overall budgets and that funding rates have not kept pace with inflation.

Previously, ILPs outperformed GFEs and

the small numbers who have now fallen to a three are the first victims of the vicious and destructive cuts. We will sadly see more, but it is not caused by Ofsted.

We must honestly examine the link between inspection outcomes and management input

Of the SFCs, amazingly, Bilborough principal Chris Bradford and its governing body admitted they weren’t surprised by their grading, but claimed they had already put in place measures to turn it around. New

College Telford has also recently undergone a change of principal, and Strode’s, according to Ofsted, require improvements in teaching and learning and has been slow to implement changes, again a management issue.

Leaving aside the issues of funding which impact us all, we must recognise that while Ofsted will never be ‘perfect’, nor will ‘FE and skills’; I’d prefer a peer-based review, but whatever the method of appraisal, we must honestly examine the link between inspection outcomes and management input.

Let’s look at the results from question two of the Ofsted Better inspection for all consultation on its incoming new CIF. It asked ‘Do you agree or disagree with the proposed ‘effectiveness of leadership and management’ judgement?’

Support for the ‘effectiveness of leadership and management’ judgement was very strong ... support was also high among staff working in ... the FE and skills sector. Respondents commented that it was right for leadership to be emphasised strongly in the new framework.

As the college inspections in the table demonstrate, change of leadership is destabilising. Colleges must have stable, reliable and outstanding leaders to be successful. Leadership and management are key to the culture of the college, engagement of the staff, ethos in which they work and by definition, how learners achieve.

Rather than taking a shallow look at the data and shouting ‘fix’, we should be focussing on being the best leaders and managers we can, to create the right culture for our staff, learners and success.

WE'RE MAKING A FEW CHANGES

From 1 June 2015, YMCA Awards will be the new name for CYQ.

Registered Charity No. 213121

On the ball with £10k sensory room



From Left: Vice principal for learning services Jason Folkett, Horizon students Tamur Khalid, aged 20, and Mandeep Dhamrait, 23, vice principal for curriculum Yultan Mellor, Horizon student Korrey McCoid, 20, college principal Malcolm Cowgill and curriculum manager Mark Johnson

A new £10,000 sensory room has been installed in Central College Nottingham's centre for students with learning difficulties and disabilities. The room contains state-of-the-art lighting and sound equipment and an interactive sensory floor designed to help improve learners' confidence and communication skills. Members of the college's executive management team played a game of virtual

football with students at the official opening event. Lyndsey Turner-Whitby, Horizons tutor for learners with a variety of disabilities, said: "A lot of staff and students came together to help raise funds for the centre, to add to the money allocated by the college. "The students really do get so much out of it. It's stimulating for those that need it, but with the soft lighting and sounds it's relaxing too."



Special Olympics athlete Felicity Martin baking at South Cheshire College

Golden girl Felicity selected for second Special Olympics

A South Cheshire College student has been selected to take part in the 2015 Special Olympics World Summer Games. Patisserie and confectionary learner Felicity Martin will fly to Los Angeles, USA, to compete at the event in July. The rhythmic gymnast, a member of the Cheshire Academy of Integrated Sports and Arts, will be up against other top performers with learning difficulties from across the

globe. The 19-year-old took part in the Special Olympics in Athens in 2011 and returned with two gold and three silver medals. The level three learner said: "I love rhythmic gymnastics and I'm so lucky to have this opportunity. "I did really well in Athens last time so I'm hoping I can bring back more medals with me this time."

Marketing man Tom's monumental Mind challenge

A college marketing officer went that extra mile — and then some — for mental health charity Mind after overcoming depression, writes Billy Camden.

A monumental challenge has been completed by Chichester College marketing officer Tom Walters and friend Morgan Calton, who cycled 2,150 miles across South East Asia in just 22 days. The duo, who became friends while University of Portsmouth students, endured excruciating heat of up to 46C (114F) with 90 per cent humidity all in aid of fighting depression with both having emerged from their own battles with the illness. They managed to raise nearly £8,000 for mental health charity Mind, with college staff and learners doing their fundraising bit with a 100-mile cycle ride on spin bikes in the college canteen. The duo travelled through North Vietnam, Laos, Thailand, Malaysia and Singapore during their three weeks in what was also a race against time. They had no leeway on daily mileage with non-transferrable flights booked exactly 22 days after they set out. "For much of the route it felt like an out of body experience because it was so hot and the sun was constantly beaming on our head for so many hours during the day that you didn't feel like you were there. It was like looking at



Tom Walters (left) and Morgan Calton at a fundraising event before their challenge for Mind. Left: Tom crossing the water during his South East Asia cycle challenge. Right Morgan cycles along in the sweltering conditions on a motorway in Thailand

yourself from above," said 30-year-old Tom. He added: "We very much want to make people talk and be aware of mental health issues and take that stigma away, especially

in men. "The support from the community in the college has just been phenomenal." During the trek Tom and Morgan, aged 31,

climbed 10,000 ft — two and a half times the size of Ben Nevis — in one day, before coming across the sweltering conditions of Thailand. "It was then that the heat hit us," said Tom. "We were cycling along the Thai equivalent of the M6 along the hard shoulder so the heat from the tarmac and passing lorries made it about 50 to 55C [122 to 131F]." But as the "life-changing experience" came to an end at the Merlion statue in Singapore, Tom and Morgan didn't quite get the sensation they had anticipated. Tom said: "For 22 days all you're thinking about is the finish line and how you're going to feel when you get there. But actually it was a massive anti-climax. "We were expecting to be so tired, worn out and shattered, but we weren't. We got stronger as the days progressed. The finish was brilliant, but when we got there it was a bit like 'what do we do now?' so in the 12 hours before the flight back, to celebrate, we drank heavily."

DO YOU WANT TO BE IN CAMPUS ROUND-UP? Send your stories with pictures to campus@feweek.co.uk including names, ages and course details of students where applicable

& MOVERS SHAKERS

Your weekly guide
to who's new and
who's leaving

The College of Haringey, Enfield and North East London (Conel) is under new leadership.

Andy Forbes took on the role of principal late last month, moving from the same post at Hertford Regional College.

He took over from interim principal Louise Twigg, who had been in post since November.

Starting his career as a school English teacher, Mr Forbes has worked as vice principal at Blackpool and the Fylde College, director of widening participation at The Oldham College, chair of Oldham Race Equality Partnership and specialist adviser to the Parliamentary Select Committee on Social Cohesion.

Mr Forbes said: "Students of all ages and at all levels get a really positive experience at Conel and — most importantly — the great majority pass with flying colours and go on to university, further training or into good jobs. I will ensure that the college continues to play a key role not only in education but in supporting economic growth for our local communities."

He has been replaced as principal on an interim basis at Hertford by Desdra Kingdon, deputy principal, finance and resources.

He joins a senior team including vice principals Stewart Cross, finance and resources, and Kurt Hintz, curriculum and learner experience, that has been in post since the start of the academic year.

Meanwhile, the chief executive of Skills Show organisers Find a Future Ross Maloney is set to step down at the end of next month in a return to his previous employers, the Scouts, as director of operations.

He told *FE Week*: "I feel privileged to have had the opportunity to lead and build Find a Future, in partnership with the board, staff and stakeholders, to deliver life changing experiences for so many young people."

It comes just over a fortnight after the Edge Foundation was unveiled as new lead sponsors of the Skills Show for 2015, with City & Guilds' three-year agreement having come to its natural end.

The board was working to find a new chief executive through "a robust executive recruitment process," said Find a Future



Andy Forbes



Louise Twigg



Desdra Kingdon



Stewart Cross



Kurt Hintz



Ross Maloney



James Ward



Ian Hanham

chair Carole Stott.

Meanwhile, the Workers' Educational Association (WEA), the UK's largest voluntary sector provider of adult education, has made two new appointments to its senior leadership team.

James Ward is the new director of marketing, membership and income growth and Ian Hanham joins as chief operating officer.

Prior to his appointment, Mr Ward was the director of business development at The English Speaking Union and director

of development and communications at the University of Westminster.

Mr Hanham was previously director of corporate resources at EveryChild. He has also been deputy finance director at WaterAid and head of financial planning and reporting for the British Red Cross.

Ruth Spellman, WEA chief executive, said: "They will be playing vital roles in raising awareness of the importance of adult learning with policy-makers, generating new sources of support for the WEA and developing our educational offer."

To let us know of any new faces at the top of your college, independent learning provider, awarding organisation or other sector body email news@feweek.co.uk

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June 18-19, 2015

I HAVE RARELY, IF EVER,
FELT SO EMPOWERED
TO IMPROVE MY OWN
TEACHING AND TO HELP
OTHERS IMPROVE THEIRS.
I HAVE JUST SPENT TWO
DAYS AT THE SUNDAY
TIMES FESTIVAL OF
EDUCATION, AND IT WAS
SIMPLY AMAZING

BH, Assistant Head
Loreto College, St Albans



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Media Partner

FE Week

Abingdon and Witney College is an ambitious and proactive College that has an innovative, inclusive and respectful culture. With the retirement of the current Principal, Teresa Kelly, the Board of Governors is looking to appoint a visionary and dynamic successor.

PRINCIPAL
Salary £125,000



As the leader of one of the highest performing and successful colleges in England, the new Principal will inherit a vibrant, financially sound and confident college with a clear sense of purpose and a mission to ensure that all of its students excel.

Operating from a number of sites across Oxfordshire, the college turns over approximately £22m per year. It has recently benefitted from £40m of capital investment and provides first class facilities for students.


Judged good with outstanding leadership and management by Ofsted in February 2014 and highly commended by the QAA in March 2014, the college is very well regarded across the FE sector. We are recognised as an inclusive and innovative organisation with a positive and respectful culture that emanates throughout all our activities and networks.

The new Principal will have proven ability of senior leadership in a complex and challenging sector. Dedicated to delivering outstanding student success and confident to foster evolutionary change, the successful candidate will be able to lead the college through to its next phase of development.



Closing Date: Midday on 22nd May
Final selection: Will be held at the college on 15th and 16th June
More information on the post and how to apply can be found on our website: www.abingdon-witney.ac.uk/principalappointment
For a confidential discussion please call our external adviser, Marilyn Hawkins on 07973 492195 or email marilynehawkins@gmail.com

To find out about Abingdon & Witney College and our approach to learning please visit: www.abingdon-witney.ac.uk



The Camden College

Working Men's College Corporation

Clerk to the Corporation

circa £45k (0.5 Pro-rata)

The Working Men's College (WMC- The Camden College) is a unique institution at the heart of Camden's diverse community since 1854, providing lifelong learning and adult education. WMC is a learner centred college, dedicated to widening access to education for all. WMC is a Special Designated Institution and has a unique tradition and character within adult education. We pride ourselves on being a cohesive and purposeful college with a very strong family ethos.

Our Clerk is retiring in August. This is an opportunity for you to contribute at a strategic level, through proactive advice and support to the Chair and Board of Governors; and as a key link between the governors, senior management and the rest of the college.


The Clerk's role is central to the effective functioning and development of the Corporation as a senior officer and member of the Directorate. The post-holder will be responsible for ensuring that proceedings are conducted in accordance with the Memorandum and Articles of Association of WMC Corporation, Education Acts, Charities Acts and the general law. The post-holder is accountable to the Corporation through the Chair, on all matters relating to their duties.

Applicants must have recent significant and direct experience of dealing with governance issues, and be able to demonstrate an awareness of current issues in FE / Adult Education. High level communication skills are needed, as is an ability to forge and support effective relationships at a senior level.

• Closing date for applications: 12 noon Thursday 21st May 2015 • Interviews: Tuesday 9th or Wednesday 10th June 2015

For further details and to apply for the above post please contact: jturner@wmcollege.ac.uk
Or please download further details and an application pack from the jobs section of our website: www.wmcollege.ac.uk

When you have completed your application you can email it to: jturner@wmcollege.ac.uk or by post to: Jo Turner, Working Men's College, 44 Crowndale Road, NW1 1TR





The Camden College


WMC actively strives to be an equal opportunities employer and welcomes applicants from all sections of the community. All appointments will be solely on merit. Registered Charity No. 312803.


Connect with us:
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Tube: Mornington Crescent 2mins / Camden Town, Euston & St Pancras 10 mins

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Plumpton College

PRINCIPAL AND CHIEF EXECUTIVE

**Six figure salary plus
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accommodation**

Due to the retirement of the current post holder, this is an exciting opportunity for a suitably experienced and qualified person to lead this specialist land-based College through the next phase of its development.

To be successful, you will have a significant track record of raising achievement, together with leadership and management at a senior level. You will have a good understanding of the land-based sector with the ability to manage and grow a complex and diverse business. In addition, you will have experience of innovative provision of vocational programmes at both FE and HE level.

The College has a strong and supportive governing body and has benefited from considerable investment in recent years, in both teaching resources and facilities for students, at its main site and at its various out centres.

If you feel you have the ambition, passion, drive and vision to take the College forward, we would be interested to hear from you.

For a confidential discussion about the post, please contact Malcolm Wharton of MW Education Business Consultants on 07768 092626, or Dr R A Stanier, Chair of Governors on r.a.stanier@brighton.ac.uk

To apply online, please visit www.plumpton.ac.uk
Alternatively, contact Personnel at Plumpton College, Ditchling Road, Plumpton, East Sussex BN7 3AE, tel: 01273 890454 or email: hr@plumpton.ac.uk for an application pack.

Closing date: Wednesday, 27th May 2015.
Initial interview date: w/c 8th June 2015.

Plumpton College is a Partner College of the University of Brighton. We welcome applications from all sections of the community.

JOBS



New vision, new plans...new opportunities.

We have a number of exciting new roles available which offer the opportunity for you to join our expanding provision. We are looking for individuals who are enthusiastic to achieve innovation and, for tutor posts, who are experienced in adult and community learning. If you are an organised, enthusiastic team player, able to work flexibly to deliver 'outstanding' learner outcomes and share our mission of sustaining an inclusive learning environment, we would really like to hear from you!

0.4 Community Learning Tutors x3

10 teaching hours per week £25,093 - £31,364 per annum pro-rata

We are looking for three fully qualified tutors to deliver an innovative programme of short courses in a range of community venues. The programme consists of drop-ins and workshops for people not engaged in learning on topics such as job search, money management, starting an enterprise and confidence building. The ideal candidates will be inspirational tutors, able to teach in one or more of these areas: English, maths, ICT or vocational courses. You will be enthusiastic about community learning and have experience in curriculum planning, delivery and assessment.

You will be expected to have a flexible approach, be a good team player and have excellent organisational and interpersonal skills.

0.4 Community Learning Assistants x4

14.5 hours per week £18,471 - £20,751 per annum pro-rata

We are looking for four enthusiastic and flexible individuals to provide support on a range of short courses in the community. The programme consists of drop-ins and workshops for people not engaged in learning on topics such as job search, money management, starting an enterprise and confidence building. Working with students from diverse backgrounds and with different needs, your duties will include providing assistance and support under the supervision of the tutor and facilitating workshops. You will need to be qualified at GCSE level or above and be committed to continuous professional development.

Sessional Community Learning Tutors

Approximately £26 per hour – hours by negotiation

We are looking for sessional tutors to deliver an innovative programme of short courses in a range of community venues. The programme consists of drop-ins and workshops for people not engaged in learning on topics such as job search, money management, starting an enterprise and confidence building. You will be able to teach in one or more of these areas: English, maths, ICT or vocational courses. You will have experience of working in an adult community setting, a flexible approach and excellent organisation skills.

Closing date for applications is 9am Monday 1st June.

Interviews will be held week commencing 15th June.

For further details and to apply for one of the above posts please contact:
jturner@wmccollege.ac.uk

Or please download further details and an application pack from our website:
www.wmccollege.ac.uk

When you have completed your application you can email it to
jturner@wmccollege.ac.uk
or by post to Jo Turner, Working Men's College, 44 Crowndale Road, NW1 1TR



Director of Corporate Services

Rated Outstanding in the latest Ofsted inspection, Burnley College Sixth Form Centre provides first-class Further and University Education programmes in the heart of Pennine Lancashire.

As a member of the Senior Management Team and Senior Post-holder, you will interface with the Board of Governors and contribute to achieving the College's Strategic Objectives and Goals through the effective leadership of staff, resources and allocated projects. Corporate Services Directorate covers the department listed below. As such you will have demonstrable experience and knowledge of one or more of the following specialisms:

- Human Resources
- Marketing
- Business and Management
- Organisational Development
- Legal

Full details can be obtained from our website: www.burnley.ac.uk/vacancies/.
Applications to be emailed to: hr.recruitment@burnley.ac.uk
Closing date for applications is 12 noon, Friday 5 June 2015
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Sixth Form Centre



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Executive Director for Finance and Funding

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This is an exciting opportunity to contribute at a strategic level within a small but ambitious general further education college offering a good range of academic and vocational qualifications up to and including higher education. The College has a commitment to delivering the highest possible standards in all aspects and requires a finance director to help us achieve this vision.

We are looking for someone with experience of managing finance and strategic planning and who can take up this key role to ensure a modern and agile organisation providing outstanding value for money.



You will have strong financial management skills but also be resilient, people focused, innovative and a strong performance manager.

If you are interested in this role please apply via our website, www.stanmore.ac.uk

The salary for this post is circa £70,000 plus benefits and relocation if required.

The closing date for applications is Monday, 1st June 2015. Interviews will be held on Tuesday, 23rd June 2015.

Elm Park, Stanmore, Middlesex HA7 4BQ

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We are looking for additional Functional Skills Maths & GCSE Maths and Functional Skills English tutors to join our Employability & Skills Faculty team to deliver sessional courses to adults (16 years plus) from September 2015.

MATHS - we are looking for tutors who ideally have a teaching qualification, Cert Ed/PGCE and subject specific qualifications. We would also consider City & Guilds Level 3 Award in Education and Training (QFC) (was PTTL5 7303) with an intention to work towards Level 4 Certificate or Level 5 Diploma.

ENGLISH - Applicants will need teaching qualifications and subject specific qualifications along with previous teaching experience in their subject area. Opportunities are available across West Sussex to tutor day and evening Functional Skills courses.

Applicants for all of the positions should be able to adapt teaching and learning strategies and select resources as appropriate in order to meet student needs. They should have excellent communication and interpersonal skills and have the ability to lead, develop and motivate adult students to achieve their learning goals. Excellent record keeping skills and the ability to demonstrate relevant ICT skills including Word, Excel, PowerPoint, E-mail and Internet will also be needed

Please call **Christine Austin** on **01293 853481** for an informal discussion or e-mail hr-team@aspresussex.org.uk to request a copy of the role profile and application form

JOBS



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Maths and English Associate Tutor

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Or call:
01388 777 129

Job Description and Role:

Learning Curve Group require Associate Tutors in Maths and English to deliver a range of qualifications within our flexible learning portfolio at Level 1 and Level 2. All qualifications are nationally accredited through NCFE and include Level 1 certificates and functional skills at Level 2.

An ideal candidate would hold a degree, a teaching qualification and have a subject specialisation at Level 5.

We are also looking for an individual who is:

- Experienced in teaching and assessing in a post-16 environment
- Self-managing and flexible in their working approach
- Highly motivated and innovative
- Passionate about Maths and/or English and experienced at delivering flexible learning programmes
- Proficient in IT
- Able to work on a self-employed flexible basis

Outstanding Opportunities for Outstanding Individuals

Carlisle College is a vibrant Further Education College in the heart of Carlisle. The College offers an extensive range of further and higher education, professional qualifications and community programmes, from entry level to Foundation Degrees.

We are seeking highly motivated individuals to join our Team. Please see our website **www.carlisle.ac.uk** for further details in regards to the following posts:

Lecturer in Mathematics

Salary £22,569 - £34,086 per annum
37 hours per week. Permanent

We are looking for a dynamic individual with an innovative approach to delivering lessons to join our Maths Team. The successful candidate will be required to teach on a range of courses up to Level 2/3. An ability to enthuse and motivate learners when teaching a variety of Maths topics is essential.

Skills and Qualifications required:

- Degree in Mathematics or related area
- PGCE/Cert Ed or Teaching experience
- Recent experience of working within a related field.

Post Number: **AAV357**

Closing Date: **12 Noon Friday 29th May 2015**

Interview Date: **Monday 15th June 2015**

Lecturer in English

Salary £22,569 - £34,086 per annum
37 hours per week. Permanent

We are seeking a highly motivated, experienced and enthusiastic individual to work as part of an innovative team. The successful applicant will teach GCSE and Functional Skills English to learners on a variety of full-time courses and to part-time learners. Reporting to the Curriculum Team Manager, you will be committed to promoting excellence in the quality of standards of teaching and learning.

Skills and Qualifications required:

- Degree in English
- Experience of successfully delivering GCSE/Functional Skills English
- PGCE/Cert Ed or Teaching experience

Post Number: **AAV505**

Closing Date: **12 Noon Friday 29th May 2015**

Interview Date: **Thursday 18th June 2015**

Carlisle College is an equal opportunities employer and is committed to achieving a truly representative workforce and therefore welcomes applications from all sections of the community. All successful applicants will be required to complete an Enhanced DBS Disclosure.



Sessional Tutors

CALAT Sessional Lecturer Conditions: Band 1, Pts 3 – 8 (starting on Pts 3 or 4 depending on teaching qualifications) £23.17 to £29.10 (including holiday pay) per hour

Sessional Tutors required for:

- ALDD Numeracy
- Maths (including and excluding GCSE)
- English
- English (Family Learning)

You will hold suitable subject and teaching qualifications, have relevant knowledge and skills and previous experience of teaching adult groups (if relevant).

For more information and to apply online please visit
www.croydon.gov.uk/jobsatcroydon/search-jobs/

Closing date: 31 May 2015

Croydon Council is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.



CROYDON COUNCIL
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Brooklands College

Lecturer in ESOL/EFL and Life Skills (September start)

Salary: up to £33,071.82

(depending on qualifications and experience)

The English Maths and ESOL Department requires a Lecturer to work as part of a team delivering ESOL, personal and social development, communication and life skills to young people who aim to progress into further study or employment. The role will focus on enabling young people with English as a Second or Additional Language to progress into further study and employment, whilst developing strong links within the college and with the local community.

We are an established provider of good quality college courses for young people and adults who want to brush up on their English as a Second/ Additional Language, English and Maths skills. Our full time and part time courses are designed with our learners in mind, using a range of qualifications. You will be a qualified teacher and have experience of teaching young people and adults. You will be able to deliver ESOL/EFL qualifications and have the ability to embed ESOL/EFL teaching into a variety of contexts. The English Maths and ESOL team are experienced, creative and dedicated to enabling students from a variety of backgrounds to achieve their full potential. Ideally you will have experience of working professionally in this field and be an enthusiastic team member who is flexible and used to working under pressure.


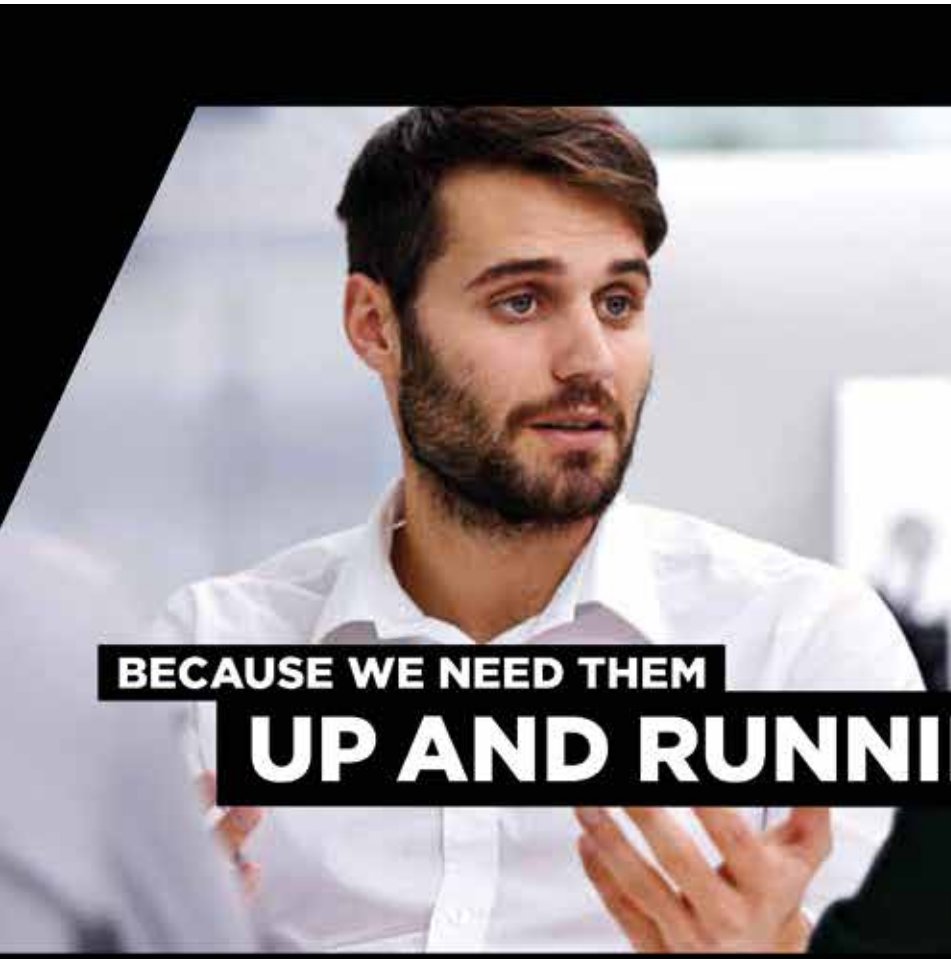
Benefits include: 47 days annual leave, excellent pension scheme, car parking, refectory.

Close Date: 22nd May 2015

For further details and an application form, contact the HR Department by email **hr@brooklands.ac.uk**, or via our website **www.brooklands.ac.uk**



www.brooklands.ac.uk



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FE Week Sudoku challenge

	2			4			6
		4		2		9	7
9	1						
		8	3				
		9		1		7	
					8	2	
							5 1
4		2		7		8	
8			5				7

Difficulty:
EASY

3	6		8	9			
	7						5
		4				3	
			3			1	4
	1			8			9
	4	3			1		
		2				4	
5							6
				7	5		3 1

Difficulty:
MEDIUM

Solutions:
Next week

How to play: Fill in all blank squares making sure that each row, column and 3 by 3 box contains the numbers 1 to 9

Last Week's solutions

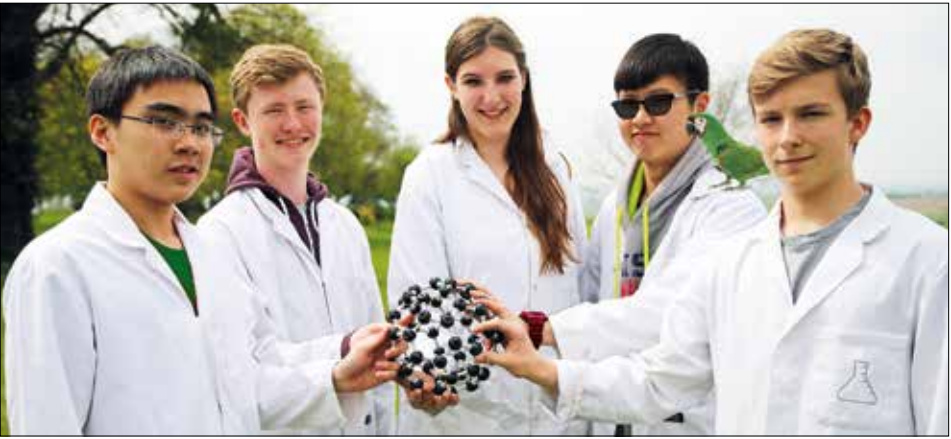
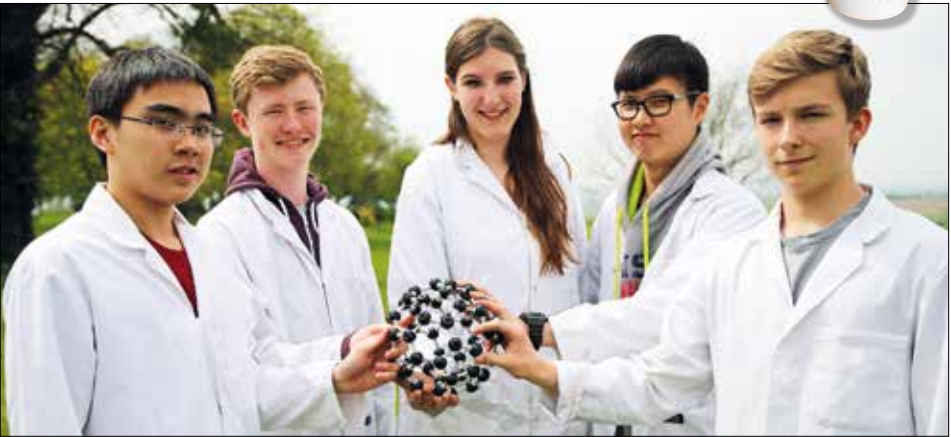
3	1	2	7	6	8	4	5	9
5	6	9	4	3	1	7	2	8
7	8	4	9	5	2	1	3	6
6	3	8	5	9	7	2	4	1
1	9	5	8	2	4	3	6	7
4	2	7	3	1	6	9	8	5
9	4	6	1	8	3	5	7	2
8	7	1	2	4	5	6	9	3
2	5	3	6	7	9	8	1	4

Difficulty:
EASY

8	6	2	4	7	5	9	1	3
1	3	5	6	9	8	2	7	4
9	4	7	1	3	2	6	5	8
3	1	4	8	5	9	7	6	2
2	7	8	3	6	1	5	4	9
6	5	9	7	2	4	8	3	1
4	2	1	5	8	7	3	9	6
5	9	6	2	4	3	1	8	7
7	8	3	9	1	6	4	2	5

Difficulty:
MEDIUM

Spot the difference to WIN an FE Week mug



Spot five differences. First correct entry wins an FE Week mug. Text your name and picture of your completed spot the difference to 07969 166 374.

Last week's spot the difference winner was Association of Employment and Learning Providers head of marketing and membership Stephen Ram Kissun (pictured right). He collects a second FE Week mug after his edition 132 spot the difference win.

